



saha  
Transforming Lives



corporate strategy  
2020-2025



# Welcome from Nigel Hills, CEO



As I reach the end of my first year as CEO of saha, I am delighted to present our Corporate Strategy for 2020-2025.

I embarked on the role eagerly, inspired by the profound words of Catherine Booth, co-founder of The Salvation Army:

**"There is no improving the future without disturbing the present."**

The past year has indeed seen significant change at saha, including a full management restructure, now in its final stages. We have a dedicated Executive and Senior Management Team working together to ensure that our mission to Transform Lives not only continues to grow but works harder and smarter to innovate and achieve great things.

The impact of the global Covid-19 pandemic has been unprecedented and far-reaching. The devastation caused by the virus has changed the way we work and has compelled us to focus on the values that enable us to Transform Lives and allow our residents to fulfil their potential. I am privileged to have witnessed evidence of this silver lining at close hand. During these recent difficult weeks our people have demonstrated remarkable resilience, innovation and creativity in supporting our residents, with limited access to routine processes and infrastructure.

When our present was disrupted in ways that no one could have predicted, our objective to Transform Lives was never

diminished and our determination to achieve our aim was strengthened. Our residents drive our strategies for achieving our goals in the future and this corporate strategy places them at the heart of everything we do.

In this report we clearly demonstrate saha's desire to work harder to provide more homes, more beds, help more people and transform more lives. This will not be easy in our challenging socio-economic climate and with the growing number of vulnerable people who need support. We are continually rethinking how we work to achieve positive outcomes.

## Chair's vision of the future by John Matear



**Since retiring eight years ago as Territorial Commander of The Salvation Army United Kingdom Territory with the Republic of Ireland, it has been my profound privilege to serve as Chair of saha.**

It is humbling and inspiring to meet residents in a variety of schemes and Lifehouses across the country and to observe just how much the provision of safe, affordable accommodation impacts and transforms the lives of individuals and their communities.

It is greatly encouraging to meet with our wonderful staff and I am proud to acknowledge their commitment to fulfilling saha's mission through excellence in people-focussed service delivery.

Alongside fellow Board members I am confident that saha is highly motivated and well placed to play a part in meeting the increasing need for good quality housing and support that represents present and future opportunity.



# Our mission

To **transform lives** by providing solutions to homelessness and enabling people to develop and achieve their full potential.



# Our vision

Motivated by The Salvation Army, we provide those most in need with **safe, affordable homes and support** to enable them to thrive. We invest in people to help them lead fulfilled lives in a safe place.





# The Salvation Army



Fully supported by our parent organisation, The Salvation Army, saha is in the unique position of benefitting from expert guidance, best practice learnings and methods, economies of scale and access to valuable relationships.

This relationship allows us to impact positively on more lives and reach out to more people.

saha has been a Registered Provider of affordable housing for 60 years. We work successfully alongside The Salvation Army and within the community of Local Authorities, Commissioners, the NHS and Social Services, as a recognised specialist in the supported housing sector.

These partnerships are key to our future success and we will continue to build and nurture them.





# What we do



We provide supported and general needs accommodation, offering the most vulnerable in society safe, affordable homes and support to enable them to thrive and to fulfil their potential. Investing in people, we help those facing homelessness, struggling with, or recovering from drug or alcohol addiction, or transitioning from institutions back into society, as well as those with mental health issues or those taking their first tentative steps to independent living.

What makes us unique is that we actively seek to serve society's most vulnerable with our values built around servant leadership. A transformed life means different things to different people, and has particular significance for those leading unsettled or chaotic lives.

We work to plan and realise the ambitions of our residents who are at the heart of everything we do.





# Our values

Our values drive saha's culture and inspire the way we work, guiding our behaviours and decision making and enabling us to give the best of ourselves and to put the needs and wellbeing of the people we serve first.

Our values create the acronym SPIRE:

## Servant Leadership

saha is a Christian faith-based organisation, with a participative, collaborative, encouraging and supportive leadership style.

## Passion

On a corporate and personal level we are driven by a desire and commitment to help those labelled 'vulnerable' by society to develop, flourish and achieve their full potential.

## Inclusion

We aim to provide an environment where everyone has a sense of belonging and feels valued.

## Respect

We believe in fostering a culture of mutual respect between residents, colleagues and delivery partners.

## Effectiveness

We are solutions-focussed and are committed to achieving our objectives and Transforming Lives in the long term.



# The future

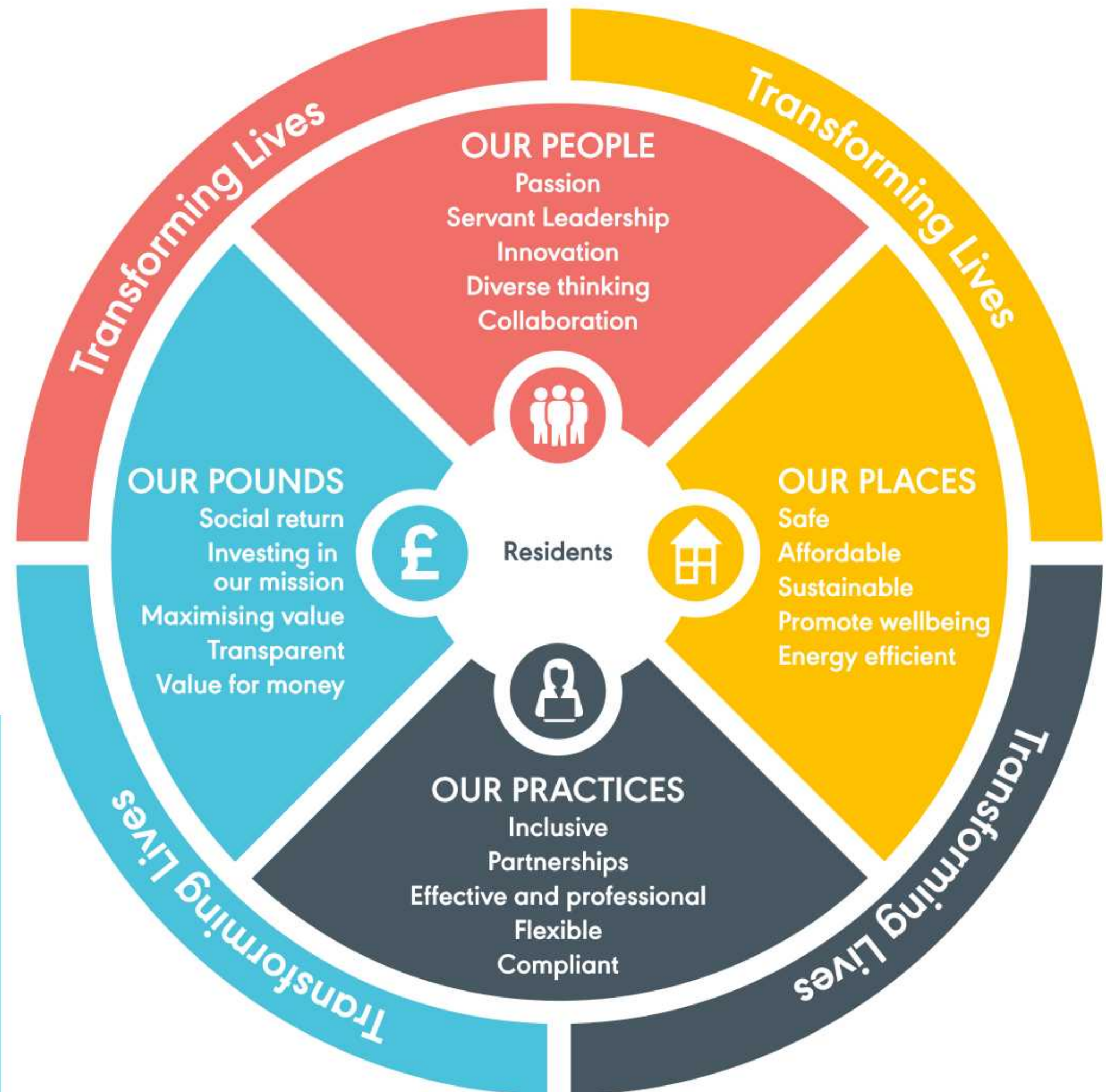
Through innovation, creativity and ambition we will continue to develop and deliver leading-edge and sustainable services across England.

We aim to be a landlord of choice, providing safe, affordable homes and making a positive difference to communities.

We pride ourselves on partnering effectively with key stakeholders to deliver services that reflect local demands and needs, using innovative working practices and experience gained from operating nationally, to Transform Lives at a local level.

## Criteria required to realise our vision:

- Continuing to recruit and nurture outstanding teams
  - Our people
- Having the right homes, in the right locations
  - Our places
- Delivering innovative and excellent support, housing and asset management services
  - Our practices
- Continuing to be financially viable
  - Our pounds.





# Our people



The dedication, creativity, compassion and conviction of our most valued asset – our incredible people – are the reason we are able to Transform Lives. We aim to attract, develop and retain outstanding talent to deliver exceptional services. We offer a healthy and supportive working environment which fosters clear communication and workplace wellbeing, where everyone feels fulfilled and proud of their work.

Our people are passionate about delivering high quality services and support and live our values. They apply exceptional professional skills alongside valuable personal qualities to enable residents to create their own path to independence. The value of servant leadership truly embodies our culture. We aim to develop our leaders to be adaptive, supportive and inclusive and to inspire their teams.

We provide our people with tools to deliver services and we invest in their learning, development and wellbeing. We support an inclusive culture where all employees are valued and work flexibly and collaboratively, prioritising the needs of our residents at all times.





# Our places



We aim to have the right homes in the right places and we are developing an Asset Management Strategy to illustrate expected standards for our service alongside the investment and improvements required to keep our accommodation decent, compliant and well maintained. We continually review our asset base and plan to undertake a stock viability appraisal to ensure our properties continue to provide solutions to homelessness and housing needs.

Our 30 year financial plans will be supplemented by detailed 3-5 year stock investment plans and we will identify key contractors and delivery partners who will work with us to deliver these critical services, focusing on sound procurement, excellent service delivery, value for money, sustainability and exploring innovative ways to improve energy efficiency.



As a provider of support and accommodation across England, we are continually optimising our cost base and reassessing our future operations to help us appraise each opportunity to build or bid, aiming to reach as many vulnerable people as possible.

Our year one priority is to create a service model to help us continue to reach those who need us whilst remaining commercially competitive.

We are innovating and rethinking the design of our properties allowing for future flexibility, with the aim of submitting and winning more bids and delivering continuously improving services.





# Our practices

We are committed to meeting the Regulator's standards for governance including actively working to regain our G1 rating. We aim to enhance and improve our innovative and creative approach by using leading technology and by employing visionary ideas. From 'front line' work to support and admin processes, our practices are all designed and implemented to the same high standards.

We are creating a blueprint outlining best practice for streamlined working and commercially competitive tenders. We will outline plans for our culture, our people, processes, technology and data and we will devise a strategy for delivering exceptional front-line services in the face of socio-economic and global challenges. The work will identify accessible opportunities to create the capacity and momentum we need to begin creating change.

Using technology appropriately and mindfully we can increase capacity and improve the experience of those requiring face to face support, transforming how we connect with our residents.

Recent events have shaped innovative working practices globally. Using technology to enable collaborative remote working allows many of us to choose where to work, introducing a more sustainable, flexible and efficient approach.

As a supported housing organisation, we supplement our assessment against financial Value for Money (VFM) Metrics with our Social Purpose Metrics which are based on our 'Passport to Independence' framework, that supports our residents to lead independent lives.



There are four central themes:

- Social networks and relationships
- Emotional and mental health
- Meaningful use of time
- Managing tenancy and accommodation

Measurable outcomes:

- Access to educational opportunities
- Access to employment
- Engagement with health and support services
- Building skills to manage money and sustain independent living
- Planned move on to settled accommodation





# Our pounds



We will strive to ensure that we maximise the value we get for every pound that we spend.

Our business transformation programme will be delivered over the next 2 to 3 years and will ensure that our working practices and business processes are streamlined and as efficient and effective as possible. Starting with a discovery process, we will seek quick wins to create the capacity, resources and momentum for desired change. The process will become self-funding in the long term, with a return on initial investment, financially and socially.

Our increased focus on value for money and effective procurement will generate efficiency savings which will be redirected to invest in service improvements to build capacity to continuously improve our service offer. We aim to improve the quality of the services we procure without increasing costs and we will select suppliers who understand our values.

Our Value for Money metrics will be used alongside our Social Metrics to clearly demonstrate how our pounds have been used effectively to deliver increased Transforming Lives outcomes.

We will develop our financial planning processes to clearly demonstrate our long term financial viability. We aim to retain our rating through a robust financial business model, incorporating resilience to economic downturns and government policy changes.





# saha in numbers



**519**  
rooms

**Directly Managed  
Supported Housing**


A mixture of saha owned properties\*



**1,763**  
rooms

**Agency Managed  
Supported Housing**

All stock is owned by saha



**1,288**  
houses  
and flats

**General Needs Housing**

All stock is owned by saha



**293**  
rooms

**Older People's Housing**

All stock is owned by saha



**855**  
houses  
and flats

**Retired Officers Accom.**

All stock is managed by saha on  
behalf of The Salvation Army



**253**  
rooms

**The Salvation Army  
HMA Housing**

These properties are all TSA properties



[saha.org.uk](https://saha.org.uk)



**58**  
rooms

**Care Homes**

All stock is owned by saha



**159**  
rooms

**Student Housing**

All stock is owned by saha

\*Where saha lease out the buildings from other providers on a management agreement